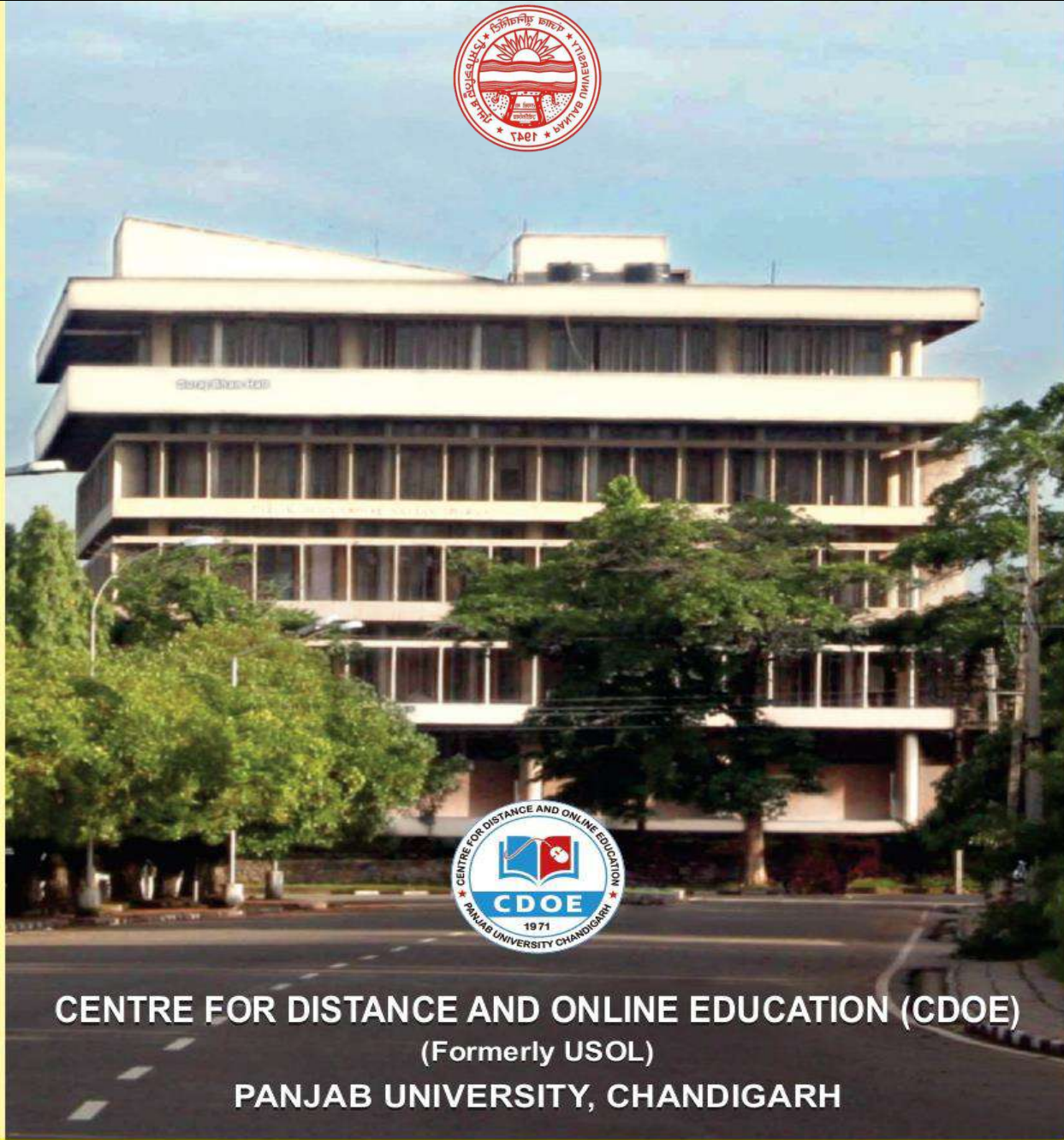


**MBA (Masters in Business Administration)
Introductory Booklet
2023-25**



CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
(Formerly USOL)
PANJAB UNIVERSITY, CHANDIGARH



DEPARTMENT OF COMMERCE and MANAGEMENT S TUDIES

CENTRE FOR DISTANCE and ONLINE EDUCATION

PANJAB UNIVERSITY CHANDIGARH

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SOCIAL MEDIA LINKS:

- <https://twitter.com/OfficialPU>,
- <https://www.facebook.com/official.pu.india>
- <https://www.instagram.com/officialpu.india/>

1. MESSAGE FROM THE COORDINATOR DCMS



A very warm Welcome to the M.B.A. Programme 2023-25 at CDOE , Panjab University, Chandigarh. You are indeed lucky to be a part of this prestigious Institute.

Hope you are all doing great and ready for the New Academic Session which is primarily going to be in Blended mode. Some of you might be aware of Distance Learning Programmes but for some of you it may be an altogether new experience. We assure you that this is going to be a very enriching journey for you, not only on the personnel front but will help you tremendously on professional front as well.

All the relevant information pertaining to M.B.A. I,II,III and IV Semesters is incorporated in this introductory booklet, including your detailed Syllabi and the Rules and Regulations which are very important.

YOU MUST ALWAYS KEEP THE INTRODUCTORY BOOKLET HANDY AT YOUR DESK / DESKTOP FOR READY REFERENCE AT ALL TIMES.

2. About MBA

1. PROGRAMME MISSION & OBJECTIVES

The Mission of the MBA Programme is to contribute towards the dissemination of knowledge in the field of Management to the students who are aspiring to become managers.

The Objective of the program is to enhance the academic credentials of the learners. MBA is one of the most sought after degrees in today's corporate world which gives the learners an edge and improves their employment prospects apart from widening their knowledge base.

2. RELEVANCE OF THE PROGRAM WITH HEI'S MISSION AND GOALS

The relevance of the programme lies in its contribution to the larger goals of HEI which aims at providing education to all, especially the working students through distance mode.

3. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The target group of learners is the budding managers in the business world who are aspiring to take up higher responsibilities and positions in their organization. It would nevertheless fulfill the self aspiration needs of the individuals who are looking for upgrading their professional qualifications in line with the market needs. The course is also useful to the students who are pursuing CA/CS or wants to take up any kind of competitive examination (Civil Services, SSC, and UGC etc.). The programme would also make the students eligible for enrolling in Ph.D. programme.

4. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The appropriateness of MBA programme through distance learning lies in the fact that most of the Universities running MBA have limited seats which hampers the aspirations of lakh of students wanting to earn a professional degree in business administration, where distance mode proves to a boon for them. There is a huge demand for Master's degree in Business Administration from the learners who do not have a professional management degree in hand. This program aims at

providing an opportunity to such learners who are working and do not have time to attend regular classes along with their working schedule, but are keen on improving their educational qualification for professional growth. This degree never the less helps in boosting their level of confidence apart from equipping them with the requisite managerial skills and helps them in developing a mindset of a global manager. In addition, the department collaborates with the Central Placement Cell (CPC) of Panjab University for enabling them to improve their placements prospects after obtaining MBA degree. The Departments organizes Academia Industry Interface programmes and Industrial visits from time to time.

5. INSTRUCTIONAL DESIGN

The instructional design followed by the course is in line with the guidelines and instructions given by distance education council from time to time. The teaching learning process encompasses four components where by the students are provided ample support from the department in terms of guidance and counseling by the faculty.

The First component of the programme is the Study Material in each subject prepared by the expert faculty in Self Learning Mode (SLM).

The Second component Is the online/Personal Contact Programme (PCP) of nine days duration for the students whereby lectures in all the subjects are deliberated by the expert faculty .

The Third component is the online assignments for 50 marks in each subject in each semester (in MCQ) Format based on the study material provided by the department.

The Fourth Component is the Summer Internship, which the students will undergo during the summer break which will impart experiential learning to the students in understanding the application of management concepts.

6. ADMISSION PROCEDURE CURRICULUM TRANSACTION EVALUATION.

ADMISSION PROCEDURE: The admission to the MBA program is through the **Entrance Test**, which is conducted by the **CET cell of Punjab University**, whereby the minimum eligibility to apply for the entrance test is 50% marks in graduation for the general category and 45% marks in graduation for the reserved category.

7. CURRICULUM TRANSACTION The duration of the course leading to the degree of Master in Business Administration (MBA) shall be two academic years. Each year shall be divided into two semesters. The curriculum of MBA through distance mode is relevant to the changing business scenario and caters to the needs of all the aspiring learners especially the working executives. The Course is divided into **Four Semesters comprising of 26 theory papers examination with the total of 2600 marks.**

At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

The students are advised to exercise the option of the specialization to be taken in 3rd & 4th semester by the end of 2nd semester on coordcomm@pu.ac.in.as and when called for through Google form.

Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.

The students are given the choice of opting any one group with Specialization in the third and fourth semesters which are:

GROUP A: Entrepreneurship and General Management

GROUP B: Finance

GROUP C: Information Technology and Operations Management

GROUP D: Marketing

GROUP E: Human Resource Management

EVALUATION

Every candidate shall be examined in the subjects as laid down in the syllabus prescribed from time to time where 70 % marks will be based on theory papers and 30% mark will be based on online assignments to be submitted by the students.

Link for syllabus:

- <https://drive.google.com/drive/folders/13dqM0YMMFnu6TRa0jNOuP0h4oQlBr1eP?usp=sharing>

8. REQUIREMENTS OF LAB AND LIBRARY RESOURCES.

There is ample facility of seminar rooms to conduct the workshops and seminars for the students on regular basis

Library Resources:

The infrastructure related to the library resources is available in the present set-up of the department whereby, we have a well stacked library with latest books, journals, magazines and newspapers.

Postal facility for providing books to the students residing at distant areas is also available.

The library has a capacity of seating 70-80 students.

The students are given access to the digital library of Punjab University as well.

The books are issued to the students for a month, which can be reissued in case the students need.

9. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

The department has an Internal Quality Assurance Cell (IQAC) which ensures the internal quality of the working of the department which ensures Quality of the study material, O/PCPs and internal functioning. External audit is also conducted to ensure the quality of study material. The department also has a grievance handling cell which takes care of the suggestions and complaints given by the students. In order to maintain the quality of the program, the services of the expert guest faculty in the subject is taken for content development in SLM, for taking classes during the Online/personal contact programs with the help of latest audio video teaching aids and guiding and counseling the students on a regular basis. Apart from this, high care is taken in getting the lessons printed by professionals and utmost care is taken to ensure the timely delivery of lessons to the students at the time of admission.

Expected outcomes of the program:

The expected outcomes of the programs are to meet the needs of the Gen Z professionals who are not only looking forward to fulfill their personal aspirational needs, but also want to rise up in their organizational hierarchy equipped with hard skills, soft skills and power skills which is the need of the hour. The aim is to enhance their employability skills and enable them to become Global citizens.

3. RULES AND REGULATIONS FOR MASTER OF BUSINESS ADMINISTRATION (MBA) W.E.F 2023-24

The programme has been duly approved by AICTE (2023-28)

1.0 The duration of the course leading to the degree of Master of Business Administration (MBA) shall be two academic years. Each year shall be divided into two semesters. The examination for the first and the third semesters shall ordinarily be held in the month of December/January and for the second and the fourth semesters in the month of May/June (Or on such dates and mode as may be fixed by the syndicate)

Every candidate shall pay his examination fee for each semester at the time of admission to the course, along with other charges i.e., tuition fee etc. as fixed by Syndicate.

2.0 The director of CDOE shall forward to the Controller of Examinations at least three weeks before the commencement of the examination for each semester, a list of the students who have satisfied the requirements of the regulations and are qualified to appear in the examination.

3.0 The last date for receipt of admission application form and fee with and without late fee shall be as fixed by the Syndicate.

The minimum qualification for admission to the 1st Semester of the course shall be-

(i) A Bachelor's degree in any discipline of the University or a degree of any other University which has been recognized by the Syndicate as equivalent there to with not less than 50% marks in the aggregate.

Provided that in case of candidates having Bachelor's degree of the University through Modern Indian Languages (Hindi/Urdu/Panjabi (Gurmukhi Script) and/or in a classical Language (Sanskrit/Persian/Arabic) or degree of any other University obtained in the same manner recognized by the Syndicate, 50% marks in the aggregate shall be calculated by taking into account full percentage of marks in all the papers in Language excluding the additional optional paper, English and the elective subject taken together,

OR

(ii) A pass in the final examination conducted by the Institute of Chartered Accountant of India or England/Institute of Cost and Works Accountants of India or England, and / Institute of Company Secretaries of India.

OR

(iii) AMIE examination with 50% marks or more after having passed the diploma examination with 60% marks or above and have at least 5 years research/teaching or professional experience. **Only for Those students who are employed at the time of**

admission.

Every candidate shall be examined in the subjects as laid down in the syllabus prescribed from time to time. 30% marks in each paper excluding Summer Training project and Viva voce, shall be assigned for internal assessment.

Summer Training Project and viva-voce will be assessed internally on 100% basis. Viva-Voce shall be conducted jointly by internal & external examiners.

The director CDOE shall forward these marks on the basis of Online assignment(s), to the Controller of Examinations at least two weeks before the commencement of the examination.

5.0 The director CDOE will preserve the records on the basis of which the internal assessment awards have been prepared for inspections, if needed by the University, up to six months from the date of declaration of the results.

Online Assignment(s) shall be submitted to the director CDOE at least forty-five days before the commencement of the examination. Online Assignment(s) received after the scheduled date shall not be accepted.

6.0 The first and second semester examination shall be open to a student who;

- (i) has been on the rolls of CDOE during first and second semester respectively, and
- (ii) has submitted all the Online assignments of first and second semester respectively.
- (iii) In case a student who has not submitted his assignments as per 6.0 (ii) and wants to appear as an ex-student of CDOE he will be allowed to do so only after the submission of all the assignments of the semester in which he wants to appear.

6.1 The third and fourth semester examinations shall be open to a student who;

- (i) has been on the rolls of the CDOE during third and fourth semester respectively, and
- (ii) has submitted all of the Online assignments of third and fourth semester respectively, and
- (iii) has secured minimum 50% marks in at least 50% of the papers of 1st and 2nd semester jointly,
- (iv) In case a student who has not submitted his assignments as per 6.1 (ii) and wants to appear as an ex-student of CDOE he will be allowed to do so only after the submission of all the assignments of the semester in which he wants to appear.

7.0 The medium of instruction and examination shall be English.

8.0 The minimum number of marks to pass the examination in each semester shall be;

- (i) 35% in each paper in the University examination separately as well as jointly with internal assessment,

- (ii) 35% in summer training project and viva voce,
- (iii) 50% in the aggregate of all the papers of each semester.
- (iv) Candidate who secured less than 35% marks in any/all paper/s in the semester of University examination separately as well as jointly with internal assessment, the result will be declared as re-appear in such paper/s.
- (v) The result of each semester will be declared independently.
- (vi) Candidate who secures 35% or more marks in all paper but fails to secure 50% in aggregate of the end semester examination, his/her result will be declared as FAIL IN AGGREGATE and he/she is eligible to reappear in not more than 50% paper/s. The marks secured in the appearing paper/s will be considered. A candidate will be given only two chances as per 12.0 (i) & (ii) to secure 50% aggregate marks in the concerned semester examination in which the candidate has secured the least marks in the paper/s whose result has been declared as FAIL IN AGGREGATE otherwise his/her result will be declared as FAIL.
- (vii) Fifty percent of the 5 papers will be taken as 3 papers and for 7 papers as 4 papers for the purpose of this regulation.

8.2 Grace marks shall be given @ one per cent of the aggregate marks of the external examination of university for each semester (only the marks of external examination will be counted for the purpose of calculating the grace marks and marks obtained in internal assessment will not be counted). A candidate may avail of the grace marks either in the aggregate or in one or more papers as may be to his advantage. Grace marks shall, however, be given only for passing the examination or for earning the higher division and not for passing the examination with distinction:

9.0 The internal assessment awards of a candidate who fails in the examination shall be carried forward to the next examination.

A candidate who fails in the examination may appear in the next consecutive examination as an ex- student of CDOE

9.1 As soon as is possible after the termination of the examination; the Controller of Examinations shall publish a list of the candidates who have passed.

Successful candidates shall be classified asunder:

- (i) Those who obtain 75% or more of the total aggregate marks in all the semester Examinations taken together will be awarded First division with distinction
Those who obtain 60% or more of the aggregate marks but less than 75% marks, In all the semester examinations taken together will be awarded First division.
- (ii) Those who obtain below 60% of the Aggregate marks in all the semester Examinations

taken together will be awarded Second division.

- 10.0 (i) A candidate who is placed under Re appear in 1st / 3rd semester examination held in November/December will be eligible to reappear along with 2nd / 4th semester examination to be held in next April / May examination.

In case a candidate is unable to pass in reappear in April / May examination he/she will be given another chance in November/December examination to pass such papers.

- (ii) A candidate who is placed under Re appear in 2nd / 4th semester examination held in next April / May will be eligible to reappear along with 1st / 3rd semester examination to be held-in next November/December examination.

In case a candidate is unable to pass in reappear in November/December examination he/she will be given another chance in April/May examination to pass such papers;

- 11.0 A candidate who fails in the First, Second, Third or Fourth semester and is not covered under "Reappear" Regulation 12 may be given one more chance and allowed to appear in the next regular examination as private candidate but he will have to appear in the entire examination of that semester in which he/ she fails.

If a candidate fails to pass in a semester examination even after availing this attempt, he will be required to leave the course.

- 11.1 A candidate who has failed to clear all the prescribed papers of all the four semesters within four academic sessions from the date of his admission shall be required to leave the course.

IMPROVEMENT

- 12.0 (i) A candidate who qualifies for the MBA degree shall be allowed to have up to two chances to re-appear as a private candidate in the papers in which he wants to improve his previous performance within a period of 5 years from the date of his passing of MBA examination. The candidate will be charged prescribed fee. Improvement will not however be allowed in internal assessment, Project and Viva- Voce examination.

- (ii) A candidate who is allowed to re-appear in the MBA Examination for improvement in performance under the regulation 15.0 (i) may reappear in any of the semesters of part I and part II separately. Marks already obtained in part I and part II may be carried forward and combined with the other part for purposes of improving the previous performance

IMPORTANT NOTE:

Students are advised to check the university web site for any amendments in Rules & Regulations from time to time.

4. FACULTY DCMS



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4. Course Structure MBA

Examination in each subject will be of 3 hours duration **except for Strategic Management 7101.**

The duration of Strategic Management (MBA7101) will be 4 hours.

Maximum Marks for external/written examination is 50 Marks and internal assessment is 50Marks

Instructions to the paper setters: (Except for MBA7101: Strategic Management, Seminars and Workshop papers)

***IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit**

*** IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.**

FIRST SEMESTER

CODE	TITLE	MARKS 600
MBA6101	BUSINESS ECONOMICS	100
MBA6102	BUSINESS STATISTICS	100
MBA6103	MANAGEMENT ACCOUNTING	100
MBA6104	ORGANIZATIONAL BEHAVIOUR	100
MBA6105	MARKETING MANAGEMENT	100
MBA6106	WORKSHOP ON BUSINESS COMPUTING	50
MBA6108	WORKSHOP ON BUSINESS RESEARCH	50

SECOND SEMESTER

CODE	TITLE	MARKS 800
MBA6201	BUSINESS ENVIRONMENT	100

MBA6202	HUMAN RESOURCE MANAGEMENT	100
MBA6203	OPERATIONS MANAGEMENT	100
MBA6204	FINANCIAL MANAGEMENT	100
MBA6205	LEGAL ASPECTS OF BUSINESS	100
MBA6207	SUMMER TRAINING REPORT AND VIVA-VOCE*	100
MBA6208	COMPREHENSIVE VIVA-VOCE**	100
MBA6209	WORKSHOP ON BUSINESS COMMUNICATION	50
MBA6210	WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES	50

***SUMMER TRAINING REPORT AND VIVA VOCE**

At the ends of the Examination of 2nd Semester students will undergo for Compulsory Summer Training Period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

INSTRUCTION FOR SUMMER TRAINING

- I.** 1. Those students who are already working can submit the summer internship report from their respective organizations only.
- II.** Those who are not working, have to find the organization for summer internship on their own. DCMS, CDOE will not assist in finding the organization for summer internship. All the students have to finalize the organization and inform the department in the beginning of the second semester; in the month of January (Google Form will be shared).
 - After the Completion of Second Semester Examination the students will go on 6-8 Weeks summer training in various Industrial undertakings, banking and financial services institutions, and Retail Sector organizations, undertake a project there to study a particular problem and file three copies of summer training report within 15 days completion of the training.
 - The student has to file a certificate of completion of training issued by training organization.
 - A VIVA-VOCE Examination will be conducted by the External examiner appointed by the University on the problems undertaken in the summer training report. . The Internal supervisor will also be acting as Internal Examiner at the time of Conduct of VIVA-VOCE and sit with External Examiner.
 - Link for summer internship manual

<https://classroom.google.com/c/NTA5NDUzNzQyMDI0?cjc=ywfm5r4>

COMPREHENSIVE VIVA-VOCE**

Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester. The students are advised to exercise the option of the specialization to be taken in 3rd & 4th semester by the end of 2nd semester on coordcomm@pu.ac.in, as and when called for through Google form.

THIRD SEMESTER

CODE	TITLE	MARK
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MBA7101	Strategic Management	100
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- STUDENTS ARE TO OPT FOR TWO GROUPS OUT OF THE GROUPS OFFERED.
- AND FURTHER IN ONE GROUP OPTED BY THEM THEY ARE TO OPT FOR THREE PAPERS OUT OF THE PAPERS OFFERED.
- IN THE OTHER GROUP THEY ARE TO OPT FOR TWO PAPERS OUT OF THE PAPERS OFFERED.

- **GROUP A: Entrepreneurship And General Management**
- **GROUP B: Finance**
- **GROUP C: Information Technology And Operations Management**
- **GROUP D: Marketing**
- **GROUP E: Human Resource Management**

GROUP A: ENTREPRENEURSHIP AND GENERAL MANAGEMENT

MBA7111	ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT	100
MBA7112	ENTREPRENEURIAL FINANCE	100
MBA7114	TAX PLANNING FOR ENTREPRENEURS	100

GROUP B: FINANCE

MBA7121	FINANCIAL STATEMENT ANALYSIS	100
MBA7123	MANAGEMENT OF FINANCIAL SERVICES	100
MBA7125	MANAGEMENT CONTROL SYSTEMS	100

GROUP C: INFORMATION TECHNOLOGY & OPERATIONS MANAGEMENT

MBA7132	PRODUCT INNOVATION IN TECHNOLOGY BUSINESS	100
MBA7133	BUSINESS PROCESS RE-ENGINEERING	100
MBA7136	MANAGEMENT INFORMATION SYSTEMS	100

GROUP D: MARKETING

MBA7141	ADVERTISING AND CONSUMER BEHAVIOUR	100
MBA7142	GLOBAL MARKETING MANAGEMENT	100
MBA7143	MARKETING RESEARCH AND PRODUCT MANAGEMENT	100

GROUP E: HUMAN RESOURCE MANAGEMENT

MBA7151	LABOUR LEGISLATION-I	100
MBA7153	PERFORMANCE AND COMPENSATION MANAGEMENT	100
MBA7154	ORGANISATION DEVELOPMENT	100

TOTAL 600

FOURTH SEMESTER

CODE	TITLE	MARKS
MBA7203	COMPREHENSIVE VIVA-VOCE****	100
MBA7204	HUMAN VALUES AND BUSINESS ETHICS	100

STUDENTS TO CONTINUE WITH THE TWO GROUPS OPTED BY THEM IN THIRD SEMESTER. AND FURTHER IN EACH GROUP OPTED BY THEM THEY ARE TO OPT FOR TWO PAPERS OUT OF THE PAPERS OFFERED.

GROUP A: ENTREPRENEURSHIP AND GENERAL MANAGEMENT

MBA7213	MANAGING GLOBAL ENTERPRISE	100
MBA7214	ORGANISATION STRUCTURE AND DESIGN	100

GROUP B: FINANCE

MBA7222	INTERNATIONAL FINANCIAL MANAGEMENT	100
MBA7224	CORPORATE GOVERNANCE	100

GROUP C: INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT

MBA7231	KNOWLEDGE MANAGEMENT	100
MBA7234	TOTAL QUALITY MANAGEMENT	100

GROUP D: MARKETING

MBA7241	MARKETING OF SERVICES	100
MBA7242	WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE	100

GROUP E: HUMAN RESOURCE MANAGEMENT

MBA7251	HUMAN RESOURCE INFORMATION SYSTEM	100
MBA7254	LABOUR LEGISLATION-II	100

TOTAL 600

Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Scheme

NOTE: SYLLABUS PERTAINING TO ONLY THOSE SUBJECTS WHICH ARE OFFERED BY CDOE.

Syllabus MBA FIRST SEMESTER

MBA6101: BUSINESS ECONOMICS

Objective: The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.

UNIT I

Nature and scope of business economics, concepts of economics and managerial decision making, demand theory and techniques for demand estimation, demand forecasting. Production function for single product, production function for multiple products, empirical evidence on the shape of cost curves, relevance of cost theories in business decision-making.

UNIT II

Market structure and degree of competition, profit maximization, price and output determination in the short-run and long run: in perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT III

Utility analysis : types of utility, relationship between total utility and marginal utility, critical appraisal of law of diminishing marginal utility, explanation of law of equi-marginal utility, derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

UNIT IV

Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936.

References

Ahuja, H.L., *Advanced Economics Theory*, S.Chand Group.

Browing, E.K. and Browing, J.M., *Micro Economic Theory and Applications*, John Wiley & Sons

Dean, J., *Managerial Economics*, Prentice Hall

Duncan, W.R. and Crook, J.N., *Managerial Economics*, Pearson Education

Koutsoyiannis, A., *Modern Micro-Economics*, Macmillan

Paul, S., Gupta, G. and Mote,V., *Managerial Economics*, Tata McGraw Hill

1. Varshney, R.L. and Maheshwari, K.L., *Managerial Economics*, Sultan Chand & Sons

MBA6102: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, skewness-meaning and co-efficient of skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT-II

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

UNIT-III

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

UNIT-IV

Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.

Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity. .

References

Anderson, *Statistics for Business & Economics*, Thomson Learning, Bombay.

Anderson, *Quantitative Methods in Business*, Thomson Learning, Bombay.

Bhardwaj, R.S, *Business Statistics*, Excel Books

Gupta S.P. & Gupta M.P., *Business Statistics*, Sultan Chand & Sons, Delhi.

Levin & Rubin, *Statistics for Management*, Prentice Hall of India, N.Delhi.

MBA6103: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT – I

Conceptual basis of accounting- nature and purpose of accounting, basic accounting concepts and conventions underlying preparation of financial statements, forms of business organization, accounting records, balance sheet equation, completing accounting cycle, preparation of profit and loss account and balance sheet as per schedule-VI of companies act 1956.

UNIT – II

Revenue recognition and measurement (AS-9), fixed assets (AS-10), inventory valuation (AS-2), depreciation accounting (AS-6), intangible assets accounting (AS-26), financial statement analysis: ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

UNIT – III

Cost accounting objectives, cost accounting and management accounting, understanding and classifying costs, overhead allocation, preparation of cost sheet, introduction to methods of costing, techniques of costing: marginal costing and its managerial implications, budgetary control, standard costing and variance analysis.

UNIT – IV

Contemporary issues in management accounting – value chain analysis, activity based costing, activity based budgeting, target and life cycle costing, quality costing.

References

Horngren, C.T., Sundem, G.L., Stratton, W.O. *Introduction to Management Accounting*”, Prentice Hall of India.

Khan, M.Y. and Jain, P.K. *Financial Management: Text and Problems*, Tata McGraw Hill.

Porwal, L.S., *Accounting Theory; An Introduction*, Tata McGraw Hill.

Ramachandran, N. and Kakani, R.K. *Financial Accounting for Management*, Tata McGraw Hill.

Swamy, N. R., *Financial Accounting : A managerial Perspective*, Prentice Hall of India.

Williams, J.R., Haka, S.F., Bettner, M.S. and Meigs, R. F. *Financial and Managerial Accounting: The Basis for Business Decisions*, Tata McGraw Hill.

MBA6104: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

UNIT I

Introduction to OB: concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management and human relation tools: Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction

UNIT II

Personality: meaning, determinants, theories, MBIT and big five model, leadership: theories, determinants, style and challenges to leadership in India, motivation and morale: concept and applications, communication: interpersonal communication, listening, feedback, counseling, organizational communication

UNIT III

Group process: group and intergroup behaviour, group decision making, team management: types of teams, teams in modern workplace, team v/s group, power: concept, bases of power, distinction b/w power and authority, power distribution in organization, organizational politics: concept, consequences, reasons and management of political behaviour, work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT IV

Conflict and inter-group behavior: sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organizational culture: functions of OC, creating and sustaining of OC, development and implications of OC, organizational effectiveness: concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References

Luthans, F., *Organizational Behavior*, McGraw –Hill Inc.

Newstrom, J.W. and Davis, K., *Organizational Behavior-Human Behavior at work*, The McGraw Hill Companies, Inc.

Pareek, U., *Understanding Organizational Behaviour*, Oxford University Press, Delhi.

Robbins, S.P., Judge, T. and Sanghi, S., *Organizational Behavior*, Pearson Education.

Weiss, P., *Organisational Behaviour and Change*, West Group Publication.

MBA6105: MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I

Introduction to marketing: meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis: understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

UNIT II

Product planning and pricing: product concept, types of products, major product decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT III

Promotion and distribution decisions: communication process, promotion tools: advertising, personal selling, publicity and sales promotion, distribution channel decisions-types and functions of intermediaries, selection and management of intermediaries.

UNIT IV

Marketing organization and control: organizing for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing: consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relation marketing.

References

Czinkota, M.R. and Kotabe.M., *Marketing Management*, Vikas Publishing, New Delhi.

Douglas, J., Darymple, J. and Parsons, L.J., *Marketing Management: Text and Cases*, John Wiley and Sons.

Kotler, P., *Marketing Management: Analysis, Planning, Implementation & Control*, Prentice Hall of India, New Delhi.

Michael, J.E., Bruce, J.W. and William, J.S., *Marketing Management*, Tata McGrawHill, New Delhi.

Perreault, W.D. and Jerome, E.M., *Basic Marketing*, Tata McGraw Hill, New Delhi.

Pride, W.M. and Ferrell, O.C., *Marketing:Concepts and Strategies*, Biztantra Press, Delhi.

Ramaswamy, V.S. and Namakumari, S., *Marketing Management: Planning, Control*, MacMillan Press, New Delhi.

Zikmund, A., *Marketing*, Thomson Learning, Mumbai.

MBA6106: WORKSHOP ON BUSINESS COMPUTING

Objective: The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.

UNIT-1

Overview of computer applications in public services, business and industry; Microsoft word

– mail merge, hyperlinks and bookmark; Microsoft excel – mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae; introduction to database and operational level of any one corporate database viz. prowess

UNIT-II

Network: services and its classification; knowledge management using internet; search engines, techniques to use search engine effectively; use of on-line databases (RBI//world bank/IMF etc.) in terms of data extraction and report generation; html – basic html tags, web page designing using any software; application of computers in project management: features, capabilities & limitations of project management software (with reference to popular software viz. ms – project)

References

Basandra, S. K., *Computers Today*, Galgotia Books.

Meredith, J. R. and Mantel, S. J., *Project management a managerial approach*, John Wiley and Sons.

Powell, T.A., *The Complete Reference to HTML*, McGraw-Hill Osborne Media

Rajaraman, V., *Fundamentals of Computers*, Prentice-Hall.

Ram, B., *Computer Fundamentals*, New Age Publications

Sinha, P.K. and Sinha, P., *Foundation of computing*, BPB Publications, New Delhi.

Taxali, R., *PC Software Made Simple*, Tata Mcgraw Hill.

MBA6108: WORKSHOP ON BUSINESS RESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

UNIT-I

Introduction to business research: definition, characteristics, types, research process – an overview, review of literature – its role and significance in the stages of research process,

theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types , research design - definition, types, secondary data – definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments, measurement and scaling concepts, measurement scales

UNIT-II

Select Stages of the Research Process- preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation ,fieldwork, processing of data, data analysis -basic data analysis ,hypothesis testing –t test ,chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References

Bryman, A. & Bell, E., *Business Research Methods*, Oxford University Press, New York

Carver, R .H. & Nash, J.G., *Data Analysis with SPSS*, Cengage Learning, New Delhi

Cooper, D.R. & Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi

Gaur, A. S. & Gaur, S.S. *Statistical Methods for Practice and Research.-A Guide to Analysis Using SPSS*, Response Books, New Delhi

Kothari, C.R., *.Research Methodology-Methods and Techniques*, Wiley Eastern.

Kumar, R., *Research Methodology- A Step by Step Guide for Beginners.* , Pearson Education.

Sekaran, U. *Research Methods for Business-A Skill Building Approach*, John Wiley, Singapore

Zikmund, W.G., *Business Research Methods*, Cengage Learning, Singapore

SECOND SEMESTER

MBA6201: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT I

Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

UNIT II

Economic environment: the philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, political environment: relation between business and government of India. constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

UNIT III

Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India's export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT – IV

Socio-cultural environment in India: salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business ethics and Indian business, impact of mass media on Indian business, changing role of rural sector in India: rural income and rural demand of consumer durable.

Reference:

- Adhikari, A., *Economic environment of business*, Sultan Chand & Sons
Adhikary, M., *Business Economics*, Excel Books, New Delhi.
Aswathappa, K., *Essentials of business environment*, Himalaya Publishing House.
Cherulinum, F., *Business Environment*, Himalaya Publishing House
Puri, V.K. and Misra, S.K., *Indian economy*, Himalaya Publishing House.

MBA6202: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

UNIT I

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

UNIT II

Managing performance, potential management, fringe benefits and incentives: compensation management, promotion, demotion, transfer, separation and right sizing.

UNIT III

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

UNIT IV

E-HRM/HRIS; measuring intellectual capital, impact of HRM practices on organizational performance, implications for HRD, contemporary issues in human resource management, global HR practices.

References:

- Aswathappa, K., *Human Resource Management*, Tata McGraw-Hill.
Bratton, J. and Gold, J., *Human Resource Management: Theory and Practice*, Palgrave.
Dessler, G., *Human Resource Management*, Prentice-Hall.
Flippo, E., *Human Resource Management*, McGraw Hill.
Gomez-Mejia, L., *Managing Human Resources*, Pearson Education.
Ivantsevich, J., *Human Resource Management*, Tata McGraw-Hill.
Kandula, S. R., *Human resource Management in Practice*, Prentice Hall of India Pvt Ltd

MBA6203: OPERATIONS MANAGEMENT

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

UNIT I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

UNIT II

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, assignment problems including traveling salesman's problem, special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

UNIT III

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

UNIT IV

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK), simulation; meaning, process, advantages, limitations and applications.

References:

Kalavathy.S., *Operations Research*, Vikas Publishing House, New Delhi.

Kapoor, V.K., *Operations Research*, Sultan Chand & Sons, New Delhi.

Paneerselvam, R., *Operations Research*, Prentice Hall of India, New Delhi.

Sharma, J.K., *Operations Research: Theory and Applications*, Macmillan India Ltd, New Delhi. Taha, H.A., *Operations Research: An Introduction*, Prentice Hall of India, New Delhi.

Vohra, N.D., *Quantitative Techniques in Management*; Tata McGraw Hill Publishing Company Ltd.

MBA6204: FINANCIAL MANAGEMENT

Objective: To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations

UNIT I

Introduction: concept of finance, scope and objectives of finance, profit maximization vs. wealth maximization, functions of finance manager in modern age, financial decision areas, time value of money, risk and return analysis: CAPM, shareholders value creation, traditional and modern measures of financial performance: ROI, earning price ratio, SVA, EVA and MVA.

UNIT II

Financing decision: long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; concept and approaches of capital structure decision: NI, NOI, traditional and Modigliani miller approach, cost of capital: cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

UNIT III

Leverage analysis: financial, operating and combined leverage along with implications, EBIT-EPS analysis & indifference points, investment decision: appraisal of project; concept, process & techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting.

UNIT IV

Dividend decision: concept of retained earnings and ploughing back of profits, relevance and irrelevance theories of dividend decision: Walter's model, Gordon's model and Modigliani miller model, factors affecting dividend decision, overview of working capital decision: concept, components, factors affecting working capital requirement, working capital management: management of cash, inventory and receivables, introduction to working capital financing.

References:

Damodaran, A., *Corporate Finance –Theory & Practice*, John Wiley and Sons, Inc.
Gitman, L.J., *Principles of Managerial Finance*, Pearson Education.
Horne, V., *Financial Management and Policy*, Pearson Education
Khan, M.Y. and Jain, P.K., *Financial Management*, Tata McGraw Hill.
Knott, G., *Financial Management*, Palgrave Macmillan.
Pandey, I.M., *Financial Management*, Vikas Publications.
Prasanna, C., *Fundamentals of Financial Management*, Tata McGraw Hill.

M.B.A. 6205 : LEGAL ASPECTS OF BUSINESS

Objective : The objective of this course is to introduce the students with different legal aspects of business.

UNIT-I

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members, limited liability partnership.

UNIT-II

Management of companies, directors, their appointment, duties, liabilities and powers, meetings of a company, borrowing power of the company, changes and their registration, prevention of oppression and mismanagement, winding up of a company, compulsory winding up and voluntary winding up.

UNIT-III

Objectives of foreign exchange management act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties, The prevention of Money Laundering Act, 2002 ,Law of securities and stock exchanges, The Information and technology Act,2000

UNIT-IV

Objectives of Consumer Protection Act, 1986, rights of consumers, duties and obligations of business organization under consumer protection act, objectives of Environment Protection Act 1986, duties and obligations of business organization under Environment Protection Act 1986, Competition Act, 2002, Patent Law .

References :

Datey, V.S., Student's Guide to Economic Laws, 2001.

Majumdar, A.K. and Kapoor, G.K., Company Law & Practices, Taxman Allied Services Pvt. Ltd.
Singh, A., Company Law, Eastern Book Co., India.

MBA6209: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

UNIT – I

An introduction to business communication, elements of the communication models, types of communication, barriers to communication, principles of written communication, Business letters: their basic qualities, mechanics of letter writing, and specific types of letters, internal communication through memos, minutes and notices.

UNIT – II

Principles of oral communication, speeches: speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following: selection or placement interview, appraisal interview, exit interview, group communication: meetings and group discussions, report writing, principles of effective presentations including use of audio- visual media, business and social etiquette.

References

Courtland, B. L. and Thill, J.V., *Business Communication Today*, Pearson Education.

Lochar, K.O. and Maczmarch, S.K., *Business communication: Building Critical Skills*, Tata McGraw Hill Companies.

Murphy, H.A. and Hilderbrand, W. and Thomas, P.J., *Effective business communication*

Tata McGraw Hill Companies.

O'Rourke, J.S., *Management communication: A case analysis approach*, Pearson Education.

Rao, S.S., *Handbook for writers and editors*, Vikas Publishing House Pvt. Ltd

Raymond, L. and Flatley, M., *Basic communication: skills for empowering the internet generation*, Tata McGraw Hill.

MBA6210: WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES

Objective: To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis .The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career .

UNIT I

Introduction- Classification of statistical techniques, Classification of multivariate techniques , Application of multivariate techniques in research in different functional areas of business. Specific Techniques of MVA – Analysis of Variance , Discriminant Analysis

UNIT II

Specific Techniques of MVA contd. -Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis

References

Carver Robert H. and Jane Gradwohl Nash, *Doing Data Analysis with SPSS 10.0*,

Duxbury Thomson Scanning.

Cooper, D. R. and Schindler, P. S., *Business Research Methods*, Tata McGraw Hill Publishing Co.

Hair, Joseph, F., Jr. M. Rolph E. Anderson, Ronald L. Tatham, William C. Black .

Multivariate Data Analysis, Pearson Education.

Johnson, Richard A. and Dean W. Wichern (2003). *Applied Multivariate Statistical Analysis*, . Prentice Hall of India Ltd., Eastern Economy Edition.

Malhotra, N. and Dash, S., *Marketing Research: An Applied Orientation*, Pearson Education.

Sharma, Subhas . *Applied Multivariate Techniques*, John Wiley and Sons Ltd.

THIRD SEMESTER

MBA7101: STRATEGIC MANAGEMENT

Objective: The objective of this course on corporate strategy is to develop in the students an ability to analyze the strategic situation facing the organisation, to access the strategic options available to the organisation and to implement the strategic choices made by it.

Extensive use of a variety of case studies will help in meeting the objectives of this course.

End semester paper: The paper will be of four hours and will carry 50 marks. Section A will be of 20 marks consisting of five questions. 2 questions will be set from each unit. The students are required to answer two questions selecting one from each unit. Section B will be of 30 marks consisting of a compulsory case.

Unit I

Introduction to corporate strategy, an overview of formulation and implementation of strategy (including various models of strategy formulation and implementation), strategic leadership, determinants of competitive advantage, vision and mission including various approaches to business model, strategic coherence, stakeholders and strategy, internal and external environment of strategy, environmental analysis (including various tools of analysis), corporate resources, capabilities and core competencies, dynamic capabilities, value chain, competitor analysis, key success factors, drivers of change, competitive rivalry and competitive dynamics, challenges to sustainable competitive advantage, advantages and disadvantages of first movers, second movers and fast followers, defensive strategies for incumbents caught off guard, personal goals and aspirations of top management, corporate

social responsibility, corporate governance and strategy, diversification-related and unrelated, integration-vertical and horizontal, execution of strategy.

Unit II

Executing functional, business and corporate strategy, strategic alternatives including models for development of strategic alternatives, strategies for entering new businesses, strategy and technology, strategy and industry life cycle, evaluation of strategy, implementing dynamic strategies, organisation structure and strategy, international strategy and competitive advantage, understanding alliances and cooperative strategies, mergers, acquisitions and strategy, external and internal causes of organisational failure, differing corporate governance practices and strategy, role of executive compensation in implementation of strategy.

References:

1. Hill, Charles W.L. and Jones, Gareth R., Strategic Management, Dreamtech Press India, Indian Adaptation.
2. Hitt, Michael and Hoskisson, Robert E., Strategic Management: Competitiveness and Globalisation, South Western Thomson.
3. Hunger J. David, Wheelen, Thomas L and Wheelan Tom, Essentials of Strategic Management, Prentice Hall of India.
4. Porter, M.E., Competitive Advantage, The Free Press, New York.

MBA7111: ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT

Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

UNIT I

Entrepreneurship: Concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: Economic, non-economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur, The Role of the Entrepreneur, Entrepreneurs and Myths about entrepreneurs.

UNIT II

Entrepreneurial Finance: Debt financing: Types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: Sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, Social Entrepreneurship and Rural Entrepreneurship

UNIT III

Definition of MSME (micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME Act, 2006, mechanics of selling of new enterprise: Size and location, optimum units: Its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMEs in global environment.

UNIT IV

Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDP's, institutional entrepreneurial environment in India, Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries. development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).

References:

1. Desai, V., Small – Scale Industries and Entrepreneurship, Himalaya Publishing House.
2. Deshpande, M. V., Entrepreneurship of Small Industries, Deep and Deep Publications, New Delhi.
3. Holt, D.H., Entrepreneurship – New Venture Creation, Prentice Hall.
4. Kaulgud, A., Entrepreneurship Management, Vikas Publishing House, New Delhi.
5. Otes, D., A Guide to Entrepreneurship, Jaico Books Publishing House, New Delhi.
6. Theduri, B., Entrepreneurship Development: An Analytical Study, Akansha Publishing House, New Delhi

MBA7112: ENTREPRENEURIAL FINANCE

Objective: The objective of this course is to orient the new entrepreneurs with the problems and issues involved in financing new enterprise.

UNIT I

The business plan: The dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan development sources.

UNIT II

Financial statements and analysis: income statement, balance sheet, cash flow statement, ratio analysis, breakeven analysis, management of working capital.

UNIT III

Valuation: premoney and postmoney valuation, key factors influencing valuation, valuation methods, multiples, multiples of gross margin, asset valuation, capitalization of cash flows, raising capital: value added investors, sources of capital.

UNIT IV

Debt financing: types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, intrapreneurship: intrapreneurship models, traits of high growth intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

References

1. Hold, D., Entrepreneurship New Venture Creation, Prentice Hall Education.
2. Hull, J.C., Option, Futures and Other Derivatives, Prentice-Hall Inc.
3. Leach, C.J. and Melicher, R.W., Entrepreneurial Finance, South-Western College Publishers.
4. Levin, J.S., Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions, Little Brown and Company.
5. Rogers, S., Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur, McGraw-Hill.
6. Smith, R.L. and Smith, J.K., Entrepreneurial Finance, John Wiley & Sons, Inc.

MBA7114: TAX PLANNING FOR ENTREPRENEURS

Objective: The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) for entrepreneurs. It will develop students' skill for handling business problems using appropriate concepts of taxation laws.

UNIT I

Introduction to corporate taxation: importance of tax planning as a management decision, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of

tax planning, key terms related to tax assessment of companies: Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies.

UNIT II

Tax planning for different entities: tax provisions for new businesses, export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, construction, and retail business, related tax deduction allowed to respective industries, business restructuring and tax planning: tax and relief provisions under merger, amalgamation, acquisition, demerger.

UNIT III

Tax planning vis-à-vis managerial decisions: capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning through bonus shares, lease or buy decisions, make or buy decision, repair/renewal or replacement decision, tax planning through employees' remuneration: fringe benefit of tax, ESOPs, double taxation relief, advance tax payment procedure, TDS: tax on salary, interest, dividend, interest.

UNIT IV

Wealth tax: charge of tax and related provisions, central sales tax act: objectives, key terms and provisions, service tax: general principals, charge and exemptions, registration and mode of payment.

References:

1. Agarwal, K.K., Corporate Tax Planning, Atlantic Publishers & Distributors
2. Agarwal, K.K., Direct Tax Planning and Management, Atlantic Publishers & Distributors
3. Ahuja, G. and Gupta, R., Corporate Tax Planning and Management, Bharat law house, New Delhi.
4. Singhania, V. K., Direct Taxes- Law & Practice, Taxmann Publications Pvt. Ltd., New Delhi.
5. Singhania, V. K., Singhania, K. and Singhania, M., Direct Taxes planning and management, Taxmann Publications Pvt. Ltd., New Delhi.
6. Stern, W.R. and Brittain, C.A., Tax Planning for Business (Entrepreneur Legal Guides), Entrepreneur Press Book

MBA 7121: FINANCIAL STATEMENT ANALYSIS

Objective: This course is designed to prepare students to interpret and analyze financial statements effectively.

UNIT-I

Introduction and foundation for effective financial statement analysis-Form of the financial statements, IFRS framework for the preparation and presentation of financial statements, overview of financial statement analysis, basis and techniques of analysis: cross sectional and time series analysis. Users and sources of financial information.

UNIT-II

Analysis of financing activities, analysis of investing activities: accounting for long term, short term and intangible assets. Analysis of operating activities, Analysis of cash flow statement, (relation between cash flow from operating, investing and financing activities), cash forecasting (short term and long term).

UNIT-III

Short term liquidity analysis: working capital analysis, operating activity analysis. Solvency analysis: capital structure measures for solvency analysis, asset based measures of solvency analysis, asset-based measures of solvency, earnings coverage. Analysis of profitability, analysis of growth (changes in profitability) as well as sustainable earnings.

UNIT-IV

Prospective analysis (short- and long-term forecasting), equity analysis and valuation: earnings persistence, cash flow based valuation approach, earning based valuation. Accounting analysis and valuation- Creating accounting value, economic value added, and determining accounting as well as earnings quality (detecting accounting, transaction manipulation, disclosure quality, quality of earnings and cash flow forecasts).

References

1. Bernstein, Leopold A., *Financial Statement Analysis*, McGraw-Hill International.

2. Foster, George. *Financial Statement Analysis*, Prentice Hall.

3. Penman, Stephen H. *Financial Statement Analysis and Security Valuation*, McGraw- Hill International.

MBA7123: MANAGEMENT OF FINANCIAL SERVICES

Objective: The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage financial services.

UNIT-I

Evaluation and role of financial services companies in India, evolution of NBFC's services provided, comparison with banks, categories of NBFC's (industry structure in India, sources of finance: funding strategies, public deposits, bank borrowing ICD), C P, innovative sources of financing, securitization concept: securitization as a funding mechanism, mortgages: traditional and non-traditional, securitization in India, merchant banking: nature and scope, regulation of merchant banking activity, SEBI guidelines for public issues. leasing: introduction, growth & types, leasing and hire-purchase, leasing as a tax planning instrument, recent developments relating to leasing industry in India; underwriting : concept, SEBI, regulations, recent developments.

UNIT-II

Introduction to equipment leasing: introduction, history and development of leasing, concept and classification, types of leases, advantages, disadvantages, evolution of Indian leasing industry, leasing and commercial banking sector, product profile, legal aspects of leasing, lease documentation, lease agreement, tax aspects of leasing income tax aspects, sale tax aspects, lease evaluation: the lessee's angle, the lessor's angle, negotiating lease rentals, lease accounting and reporting: IAS-17, I.C.A.I. guidance note, form vs. substance debate, hire purchase: concept, characteristics, mathematical evaluation, legal, tax and accounting aspects,

UNIT-III

Credit rating: concept, process, methodology, SEBI regulations for credit rating, credit rating agencies regulation, 1999 consumer finance: role of consumer credit in the financial

system, features, mathematics and legal framework, credit screening methods, innovative structuring of consumer credit transactions, product mix, consumer credit act, 1974. credit cards: concept, types, billing and payment, settlement procedure, mechanism of transactions, member establishments, member affiliates, the concept of visa net, insurance: definition, classification, principles of insurance, rights and obligations of parties.

UNIT-IV

Factoring: concept forms, functions of factor, legal aspects, evaluation of factoring, the report of the study group for examining introduction of factoring services in India, factoring vis-a- vis bill discounting credit insurance, forfeiting, bill financing: bill of exchange, definition, steps in bill discounting, bill market in India, venture capital: nature and scope, regulatory environment, V.C. investment process, evaluation criteria, limitations, V.C. in India, real estate investment: risk and return profile, forms of real estate investment, concept, sources. housing finance: introduction, H.F. scheme in India, characteristics of H.F. business, procedure for loan disbursement by H.F.C.S., legal frame work, evaluating and structuring H.F. transactions

References

1. Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill
2. Khan, M.Y., Management of Financial Services, Tata McGraw-Hill
3. Padmalatha, S., Management of banking and financial services, Sultan Chand and Sons.
4. Rose, P. S.and Hudgins, S. C., Bank management and financial services, Tata McGraw Hill

MBA7125: MANAGEMENT CONTROL SYSTEMS

Objective: The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.

UNIT I

Management control system: basic concepts, boundaries, understanding strategies, behavior in organizations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

UNIT II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

UNIT III

Management control process: strategic planning, analysis of new and ongoing programmes, strategic planning process, implementing radical process and product innovation strategy, programming and budgeting, budget preparation process, performance measurement systems, interactive control, analyzing financial performance reports.

UNIT IV

Applications of management control systems: management compensation, controls for differentiated strategies, control in service organizations, control in non-profit organizations, management control in multinational and multi project corporations, management control- related ethical issues.

References

1. Anthony, R.N. and Govindrajana, V., *Management Control Systems*, Tata McGraw-Hill.
2. Ghosh, N., *Management Control Systems*, Prentice Hall of India.
3. Merchant, K.A., *Modern Management Control Systems: Text and Cases*, Pearson Education Inc.
4. Merchant, K. and Van-der-Stede, W.A., *Management Control Systems: Performance, Evaluation and Incentives*, Prentice Hall.
5. Simons, R., *Performance Measurement and Control Systems for Implementing Strategy Text and Cases*, Prentice Hall.

MBA7132: PRODUCT INNOVATION IN TECHNOLOGY BUSINESS

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Manufacturing Policy and Implementation.

UNIT I

Production function: production function & the organization, five Ps of production, production strategy, planning & controlling the operations - product selection linking the product with marketing, planning the operation, setting up production system, controlling the production, manufacturing system design: organization of manufacturing operation, job batch and flow production methods, group technology - coding composite component, product flow analysis, group technology and just-in-time.

UNIT II

Just-in-time manufacturing: JIT manufacturing, people involvement, total quality control, advantage of JIT manufacturing, elements that support JIT flow, the kanban system

optimized production technology (OPT.). manufacturing & service strategies: manufacturing as a competitive advantage, corporate strategy & manufacturing strategy, production planning and inventory control in manufacturing strategy.

UNIT III

Theory of constraints & synchronous manufacturing: introduction, theory of constraints, the goal of performance measures, synchronous manufacturing, speed to market, bench marking, simultaneous engineering, reverse engineering. technology audit, strategic alliances.

UNIT IV

Technological innovation in manufacturing: automated design support, computer numerical control (CNC) machines, computer aided manufacturing (CAM), flexible manufacturing system (FMS), computer integrated manufacturing (CIM), artificial intelligence (AI), automation in services.

References:

1. Dilworth, J.B., Production & Operations Management, McGraw-Hill.
2. Narasimhan, S.L., Mcleavey, D.W. and Billington, D.W., Production Planning & Inventory Control, Prentice Hall of India.

MBA7133: BUSINESS PROCESS RE-ENGINEERING

Objective: The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for Reengineering.

UNIT I

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

UNIT II

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

UNIT III

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement.

UNIT IV

Planning for change, refined mission and scope, design options and alternatives, filling in the line details, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes, selecting the right frame, the horns of the downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change, reengineering experience.

References

1. Dey, B.R., Business process Reengineering & Change Management, Dreamtech Press Edition.
2. Hammer, M. and Champy, J., Reengineering the Corporation - A manifesto for business resolution, Nicholas Brealey Publishing Limited, London.
3. Jawadkar, W.S., Redesigning the business organization, Tata McGraw

Hill Publishing Company Limited.

MBA7136: MANAGEMENT INFORMATION SYSTEMS

Objective: The course has been designed to acquaint students about the evolution of computer-based information systems, basic computer hardware, software, and data concepts, the types of information systems that are needed to support the various levels of a business enterprise, and the process of analyzing, designing, and developing an information system.

UNIT I

Introduction: why information system, Perspectives and contemporary approach to information system, usage of information systems, Information system in the enterprise: major types of system in organisation, systems from functional perspectives, integrating functions and business processes. Management opportunities, challenges and solutions, Information systems, organisations, management and strategy: organisations and information systems, how information system impact organisations and business firms, the impact of IT on Management Decision Making, Information Business and Business Strategy, Management opportunities, challenges and solutions, Managing the digital firm: E-business, e-commerce and emerging digital firm, managing opportunities challenges and solutions. Ethical and social issues related to information systems in digital firm and information society, managing knowledge in the digital firm: enterprise wide knowledge management systems, intelligent techniques, management opportunities, challenges and solutions, Enhancing decisions making for digital firm: decisions making and decision support system (DSS), group decision support system(GDSS), Executive support in the enterprise, management opportunities, challenges and solutions.

UNIT II

Wireless revolution: wireless computing landscape, network and internet access, M-commerce and mobile computing, wireless technology in the enterprise, management opportunities, challenges and solutions, security and control: system vulnerability and abuse, business value of security and control, establishing framework, technologies and tools for security and control, management opportunities, challenges and solutions.

UNIT III

Enterprise application and business process integration: Enterprise systems, supply chain management systems, customer's relationship management system, and enterprise integration trends.

UNIT IV

Redesigning the organization with the information systems: system as planned organizational change, business process re-engineering and process improvement, overview of system development, alternative systems building approaches, management opportunities, challenges and solutions, Managing international information systems: growth of international information systems, organizing and managing international information systems, technology issues and opportunities challenges and solutions.

References

1. Alter, S., Information Systems: A Management Perspective, Prentice Hall- Gale
2. Davis, G. and Olson, M.H., Management Information Systems: Conceptual Foundation, Structure and Development, McGraw-Hill, New York.

MBA7141: ADVERTISING AND CONSUMER BEHAVIOUR

Objective: Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.

UNIT I

Advertising: concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience.

UNIT II

Developing advertising programmes - message, headlines, copy, logo, illustration, appeal, layout, campaign planning; media planning, budgeting; evaluation - opinion and attitude tests, measurement of advertising effectiveness, advertising organisation – selection, compensation and appraisal of an agency, role of creativity in advertising.

UNIT III

Consumer behaviour and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market- economic, social, cultural and psychographic aspects.

UNIT IV

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class,

reference group influence, diffusion of innovation and opinion leadership, family decision making, industrial buying behaviour, consumer behaviour audit.

References

1. Arens W.A., *Contemporary Advertising* Tata McGraw Hill, New Delhi.

2. Batra R., Myers, J. G. and Aaker D. A., *Advertising Management* Prentice Hall of India, New Delhi.
3. Belch, G.E. and Belch M. A., *Introduction to Advertising and Promotion* Irwin Publishers, Chicago (USA).
4. Laudon, D.L. & Bitta, A. J. D. *Consumer Behavior*, Tata McGraw Hill New Delhi.
5. Sandage, C.H., Fryberger V. and Rotzoll K., *Advertising*, AITBS, Delhi.
6. Schiffman, L. G. and Kanuk, L. L. *Consumer Behavior*, Prentice Hall of India, New Delhi.

MBA7142: GLOBAL MARKETING MANAGEMENT

Objective: The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.

UNIT I

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

UNIT II

Product planning for global markets, standardization vs. product adoption, new product development and management of international brands, packing and labeling.

UNIT III

Global pricing strategies, environmental influences on pricing decisions, channel structure, channel strategies for foreign market entry, social and cultural environment and its influence on international marketing.

UNIT IV

Promotional strategies in international marketing, international marketing organization and control, emerging issues in global marketing, integrated approach to international marketing.

References

1. Catcora, Philip R., John L. Graham, *International Marketing*, McGraw Hill.
2. Douglas, Susan P., and Craig, C.S., *Global Marketing Strategies*, McGraw-Hill.
3. Onkysist, S., and Shaw, J., *International Marketing*, Routledge.
4. Subhash C. Jain, *International Marketing*, Cengage Learning India Pvt Ltd.

MBA7143: MARKETING RESEARCH AND PRODUCT MANAGEMENT

Objective: The course aims to develop the student's ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.

UNIT I

An overview of marketing research- definition and scope; phases, changes due to technology including the internet; the marketing research industry, experimental research design, application of marketing research and the following techniques of multivariate analysis to marketing mix elements viz.- factor analysis, cluster analysis, multi dimensional scaling and conjoint analysis, product research, advertising research- setting advertising objectives, concept testing, audience profiling, copy research, media research.

UNIT II

Pricing research including use of conjoint analysis for this purpose, package research distribution research, research for market segmenting including the use of cluster analysis for this purpose, scale validation- relationship of validity and reliability- their types and their estimation, qualitative research tools including ethnography and laddering

UNIT III

Product management : in context of business strategy, the relationship of product management to the marketing concept, product mix concept, product classification, product planning: marketing plan, portfolio analysis, market potential and forecasting, product market strategies, product life cycle : stages and corresponding strategies, product evaluation, product positioning : concept, product differentiation, positioning strategies,

preference analysis, benefit segmentation, new products : the importance of innovation, new product categories, organization for product management, prototyping, new product development process, test marketing.

UNIT IV

Socio cultural meaning of brands: understanding the social psychology of brands, emotions and brands, symbolic meaning of brands, cultural meaning systems and brands, brand equity: introduction and definition, name value, model of brand equity synthesis, auditing and measuring brand equity managing brands, branding strategies for functional and symbolic brands, brand stretching and retrenching, branding services and managing the corporate brand, brands and advertising.

References

1. Churchill, Gillert, Iacobucci, Dawn, *Marketing Research*, Thomson
2. Elliott, R. and Percy, L., *Strategic brand management*, Oxford University Press.
3. Kinnear, T.C. and Taylor J. R., *Marketing Research: an Applied Approach*, Mc Graw Hill Inc.
4. Malhotra, N. K., *Marketing Research: An applied orientation*, Pearson Prentice Hal, New Jersey.
5. Trott, Paul, *Innovation Management and New Product Management*, Prentice Hall
6. Ulrich, K.T. and S.D. Eppinger, *Product Design and Development*, McGraw Hill

MBA7151: LABOUR LEGISLATION - I

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT I

Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

UNIT II

Industrial dispute act, 1947-definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, industrial employment (standing order) act, 1947-certification process of standing orders.

UNIT III

Trade union act, 1926-registration, immunities available to registered trade unions, payment of wages act, 1936-deductions and authorities, minimum wages act, 1948-fair wages, leaving wages, minimum wages, fixation of minimum rate of wages.

UNIT 1V

Contract labour (regulation and abolition) act, 1970-advisory boards, registration of establishments, licensing of contractors, welfare and health of contract labour, interstate migrant workmen (regulation of employment and conditions of services) act,1979-welfare and health measures of interstate migrant workmen.

References

1. Chakravarti, K.P., *Labour Management and Industrial Relations*, Oxford University Press, New Delhi.
2. Kothari, G.M., *Labour Demands and Their Adjudication*, M.M. Triphati Pvt. Ltd.
3. Malik, P.L., *Industrial Law*, Eastern Book Company.
4. Malhotra, O.P., *The Law of Industrial Disputes*, Saujanya Books.
5. Misra, S.N., *Labour and Industrial Law*, Universal Law Publishing Pvt. Ltd., New Delhi.
6. Saharay, H.K., *Industrial and Labour Laws of India*, New Central Book Agency Pvt. Ltd., Calcutta.
7. Srivastva, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House.

MBA7153: PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

UNIT 1

Performance management-performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal.

UNIT II

Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

UNIT III

Wage and salary administration in India, wage administration rules, principles of wages and salary administration, theories of wages, wage plans, wage differentials, wage policy in India, state regulation of wages, payment of wages act, minimum wages act, wage boards, pay commissions, compensation management in multi-national organisations.

UNIT IV

Executive compensation-components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

References

1. Goel, D., *Performance Appraisal and Compensation Management: A Modern Approach*, Prentice Hall of India Pvt. Ltd.
2. Henderson, R.I., *Compensation Management in a Knowledge Based World*, Prentice Hall.
3. Henderson, R.I., *Compensation Management: Rewarding Performance in the Modern Organisation*, Reston Publishing Co.
4. Kandula, S.R., *Performance Management: Strategies, Interventions, Drivers*, PHI.
5. Marshall, D.R., *Successful Techniques for Solving Employee Compensation Problems*, John Wiley & Sons.
6. Patten, T. H., *Pay-Employee Compensation and Incentive plans*, McGraw-Hill.

Rock, M. L. and Berger, L.A., Compensation Handbook: A state-of-the art Guide Compensation Strategy and Design, McGraw-Hill

MBA7154: ORGANISATION DEVELOPMENT

Objective : This course helps the students to understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems.

UNIT - I

Definition, Need and importance of OD, values, assumptions and beliefs in OD, foundations of OD, OD process, action research, overview of OD interventions

UNIT II

Effective team building, comprehensive interventions: confrontation meeting, survey feedback, grid OD program.

UNIT III

Structural interventions : work redesign, quality of work-life, quality circles, strategic management and OD, collective management by objectives, parallel learning structures, sensitivity training, life goal exercises, coaching and mentoring.

UNIT - IV

Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD, future of OD.

References

1. Beckard, R., *Organization Development - Strategies and Models*, Addison-Wesley.
2. Brown, D.R and Harvey, D., *An experiential approach to OD*, Pearson Education Inc.
3. Cummings, T., and Worley, C., *Organizational Development and Change*, Thomson Press.
4. French, W., Bell, C. and Vohra, V., *Organization Development-Behavioral Science Interventions for Organization Improvement*, Pearson Education Inc.
5. French, W., Bell, C. and Zawacki, *Organization Development and Transformation- Managing Effective Change*, Tata Mcgraw-Hill.

FOURTH SEMESTER

MBA7204: Human Values and Business Ethics

Objective: To sensitize students regarding the importance of human values and ethics in business.

Unit I

Human Values: importance, sources, types, frameworks. Relationship of values with ethics. Prominent human values-based teachings of Vedas, Gita, Guru Granth Sahib, Bible, Quran. Value-based management. Spirituality and the corporation. Moral muteness. Philosophers: Vidur, Plato, Aristotle, Chanakya.

Unit II

Business Ethics: nature, characteristics and need. Ethical theories and approaches: traditional, deontological and teleological theories, Gandhian philosophy of wealth management, philosophy of trusteeship.

Unit III

Indian value system and values, Indian ethos in management, creating ethical corporate structures, ethical leadership, law and ethics, work ethics: nature and scope, ethical issues at workplace, cross cultural ethics, ethical dilemmas.

Unit IV

Ethics in business disciplines: HRM (downsizing, balance of power, compensation, conflicts), marketing (commodity culture, pricing, advertising), finance and accounting (stock market, financial reporting, insider trading), technology (privacy at workplace, genetically modified foods).

References:

1. Chakraborty, *Managerial Transformation by Values*, Sage, New Delhi.
2. Hartman, *Business Ethics*, Tata McGraw-Hill, New Delhi.
3. Hartman and Chatterjee, *Business Ethics*, Tata McGraw-Hill, New Delhi.

MBA7213: MANAGING GLOBAL ENTERPRISE

Objective: The objective of this course is to acquaint the students with the concept of multinational enterprise and also the environment affecting the working of MNE's.

UNIT I

Definition of multinational enterprise, nature of multinational enterprise, reasons for going global; role of MNEs in world economy, EPRG model, the environment of international business – geopolitical, economic, cultural, social, legal, PEST analysis.

UNIT II

Regulation of international business – home country, host country and MNE's response to regulation, technology transfer – methods and debate on technology transfer, social responsibility and MNE's, organisation structure of MNEs.

UNIT III

International financial management – concept, tax considerations, tax havens, international marketing management – concepts, transfer pricing, corporate governance – international perspective.

UNIT IV

International human resource management – staffing of MNE's; international supply chain management – concept, distribution channels.

References

1. Bennett Roger, International Business, Pitman Publishing.
2. Kolde, E.J., International Business Enterprise, Wiley Periodicals, Inc.
3. Matinussan John, Transnational Corporations in a Developing Economy : The Indian Experience, Sage Publications, New Delhi
4. Mellahi, K., Frynas, J. George and Finlay Paul, Oxford University Press
5. Peng Mike W., Global Strategy, Cengage Learning.
6. Rugman, Alan M, Hodgetts, Richard M., International Business – strategic Management Approach, McGrawhi

MBA7214: ORGANISATION STRUCTURE AND DESIGN

Objective: Understanding organisations is essential to becoming more effective analysts, managers, and leaders. This course aims to develop an understanding among management students of the ways to promote organisational effectiveness through internal structures and processes.

UNIT I

Introduction to organisations: definition, types, importance of organisations, organisation theories: an overview, the evolution of organisation theory and design, perspectives on organisations.

UNIT II

Organisational design: organisational purpose, structural and contextual dimensions, performance and effectiveness outcomes, approaches to organisational effectiveness, integrated effectiveness model, role of strategic direction in organisational design, efficient versus learning organisation.

UNIT III

Open system design elements: the external environment, inter-organisational relationships, designing organisations for the international environment, internal design elements: manufacturing and service technologies, information technology and control, organisation size, lifecycle and decline.

UNIT IV

Managing dynamic processes: managing the environment, organisational culture and ethical values, innovation and change, decision making processes, conflict, power, and politics.

References

1. Daft, R. L., Organisational Theory, Change, and Design, Cengage Learning, New Delhi.
2. Robbins, S.P. & Mathew, M., Organisation Theory: Structure, Design, and Applications Pearson Education, New Delhi.
3. Srivastava ,B., Organisation Design & Development, Bizantra, New Delhi

MBA7222: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

UNIT I

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

UNIT II

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

UNIT III

Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

UNIT IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

References

1. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Company Ltd.
2. Bekaert, G. and R.J. Hodrick, *International Financial Management*, Prentice Hall.
3. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., *Multinational Business Finance*, Pearson Education.
4. Eun, C. and Resnick, B., *International Financial Management*, McGraw-Hill/Irwin.

MBA7224: CORPORATE GOVERNANCE

Objective: The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

UNIT I

Introduction to the corporation and corporate governance: the nature, significance, formation and historical development of the corporation, significant characteristics of the corporation (legal personality, indefinite life, 'joint-stock' aggregation of risk capital, limited liability, transferability of shares), the corporation as distinguished from other business entities (sole proprietorship, partnership, limited partnership), introduction to agency concepts (board and managers/stockholders, majority and minority stockholders) and to 'agency problem', meanings and significance of corporate governance.

UNIT II

The internal and external institutions of corporate governance: the purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state), the concept of corporate social responsibility, the internal institutions of corporate governance (directors, managers, and shareholders), choices within legal constraints, e.g., anti-takeover defenses; mitigation and indemnification

UNIT III

Accountability of managers and stockholders: defining and enforcing managers' duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control), outside forces (regulators, government enforcement), legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

UNIT IV

The significance of insolvency regimes: corporate governance and foreign investment, corporate governance and privatization, insolvency regimes and their effect on corporate governance.

References

1. Fernando. A.C., *Corporate Governance: Principles, Policies and Practices*, Pearson Education.
2. Hansmann, H., *The Ownership of Enterprises*, The Belknap Press of Harvard University.
3. Lipman, F.D. and Lipman, L.K., *Corporate Governance Best Practices: Strategies for Public, Private, and Not-for-Profit Organizations*, Wiley & Sons.
4. Mathur, U.C., *Corporate Governance and Business Ethics: Texts and Cases*, Macmillan Publishers Ltd.
5. Monks, Robert A.G. and Minow, N., *Corporate Governance*, Wiley- Blackwell.
6. Tricker, B., *Corporate Governance: Principles, Policies, and Practices*, Oxford University Press

MBA7231: KNOWLEDGE MANAGEMENT

Objective: The subject aims at practical applications of KM tools and technologies explaining the basic knowledge representation, problem solving in industry.

UNIT-I

Introduction: definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

UNIT II

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization. UNIT III

Knowledge management system life cycle, managing knowledge workers - knowledge audit, and knowledge management practices in organizations, few case studies.

UNIT IV

Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

References

1. Awad, E.M. and Ghazri, M., Knowledge Management, Pearson Education.
2. Thothathri, A.R., Knowledge Management – a resource book, Excel Books.
3. Tiwana, A., The KM Toolkit – Orchestrating IT, Strategy & Knowledge Platforms, Pearson education.
4. Rao, M., Leading with Knowledge, Tata Mc-Graw Hill.
5. Senge, P., The Fifth Discipline Field Book – Strategies & Tools for Building A learning Organization, Nicholas Brealey.
6. Warier, S., Knowledge Management, Vikas publications

MBA7234: TOTAL QUALITY MANAGEMENT

Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

UNIT I

Introduction to TQM: history, aims, objectives, benefits, gurus and their principles, TQM. reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams, total quality control, quality assurance: practices and techniques, TQM and management : new management challenges, trends and contribution of TQM.

UNIT II

Customer focus: defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction, continuous improvement process: what is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM's control and improvement process, designing for quality: opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, benchmarking: defining, importance and benefits, types, basic steps, pitfalls, JIT: definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT III

TQM for Marketing Function: quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, technology and product quality, quality of after sales services: quality measurement in customer service, organization for quality: quality circles, self managing 74 teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture, technology and culture, motivation quality linked productivity.

UNIT IV

Total employee involvement: awareness of quality, recognition and rewards, empowerment and self-development, education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQM implementations & barriers to implementation, ISO 9000 series of standards: concept, relevance, benefits, elements of ISO 9001: 2000, six sigma: history, structure, application, keys to success and failure.

References

1. Arora, K.C., TQM and ISO 14000, S.K. Kataria & Sons, New Delhi.
2. Hurbert K. Rampersad, Managing Total Quality, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. Juran, J.M. & Gryna, Frank M., Quality Planning and Analysis, Tata McGraw Hill, New Delhi.
4. Neil Huxtable, Small Business Total Quality, Chapman & Hall

MBA7241: MARKETING OF SERVICES

Objective: To provide complete exposure to all aspects of service design, standards, delivering and performing service.

UNIT I

Introduction to services: concepts of services marketing triangle, service marketing mix, GAP models of service quality, consumer behavior in services, zone of tolerance, factors that influence customer perception of service, service encounters, customer satisfaction, service quality.

UNIT II

Understanding customer expectation through market research: types of service research, building customer relationship through retention strategies, market segmentation, 3 levels of retention strategies, customer defined service standards, service quality as profit strategy, role of service quality in offensive and defensive marketing service design and positioning, new service development- types, stages, service blue printing-using and reading blue print, service positioning- positioning on the five dimensions of service quality, positing on service evidence.

UNIT III

Employee role in service designing, importance of service employee, emotional labour, source of conflicts, strategies for closing GAP3 customer role in service delivery, strategies for enhancing, customer participation, delivery through intermediaries, managing demand and capacity, lack of inventory capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

UNIT IV

Role of marketing communication: key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service Scapes, role of service GAPs, framework for understanding service GAPs and its effect on behaviour, marketing of services in selected industries: banking, insurance, tourism, transportation, educational services, advertising and real estate.

References

1. Bhattacharjee, C., *Services Marketing*, Excel books
2. Jha, S..M., *Services Marketing*, Himalaya Publishing House
3. Lovelock, C., *Services Marketing*, Pearson Education.
4. Mudie,P. and Pirrie, A., *Services Marketing*, Elsevier/Butterworth-Heinemann
5. Nargundkar, R., *Services Marketing*, Tata McGraw Hill International.

6. Swartz and Lacobucci, *Handbook of services marketing and management*, Sage publication.

Zeithaml, V.A. and Bitner, M.J., *Services Marketing*, Tata McGraw Hill International

MBA7242: WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE

Objective: The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

UNIT I

Documents for starting up a new export venture, aligned documentation system: meaning, rationale, various documents, EDI initiative, methods of payment: advance payment, open account, consignment sales, Documents against acceptance (D/A), documents against payment (D/P), letter of credit, pre shipment credit: meaning, procedure, rates, documents needed, post shipment credit: meaning, procedure, types and documents needed.

UNIT II

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, bank guarantees and special schemes, role of ECGC, theories and practice of foreign exchange rate determination, floating and fixed exchange rates, exchange control regulations and procedures in India, FEMA.

UNIT III

Processing of an export order: stages in implementing export transaction, procedures and documents related to quality control – ISO 9000, ISO 14000, marine insurance: types of marine insurance, marine losses, procedure and documents needed for claim.

UNIT IV

Customs and port clearance, import procedures and documents, Incoterms 2000.

References

1. Handbook of procedures Volume I & II.

2. Jain, S.C., *Export Procedures and Documents*, Southeastern Publishing.
3. Kumar, Aseem, *Export and Import Management*, Excel Books.
4. Lall, G. S., *Finance of Foreign Trade and Foreign Exchange*, H. P. J. Kapoor, Delhi.
5. Nabhi's, *Manual on Export Documentation*, Nabhi publication.

Ram, Paras, *Export, What, Where and How*, Anupam Publishers

MBA7251: HUMAN RESOURCE INFORMATION SYSTEM

Objective: The Course gives an insight into the application of human resource information systems in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance. The focus is on merging computer technology with a strategic human resource management perspective.

UNIT I

Introduction: data & information needs for HR manager, sources of data, role of ITES in HRM, IT for HR managers, concept, structure, & mechanics of HRIS, programming dimensions & HR manager, software packages for human resource information system including ERP software such as SAP (System Applications and Products), oracles financials and Ramco's marshal etc.

UNIT II

Data management for HRIS: data formats, entry procedure & process, data storage & retrieval, transaction processing, office automation and information processing & control functions, design of HRIS: Relevance of Decision Making Concepts for Information System Design, HRM Needs Analysis – Concept & Mechanics, Standard Software and Customized Software.

UNIT III

HR management process & HRIS: modules on MPP(Massively Parallel Processor), Recruitment, selection, placement, module on PA System, T & D module, module on pay & related dimensions, planning & control, information systems support for planning & control, organization structure & related management processes including authority & responsibility flows, organization culture and power – data capturing for monitoring & review, behavioral patterns of HR & other managers and their place in information processing for decision making.

UNIT IV

Security, size & style of organizations & HRIS: security of data and operations of HRIS modules, common problems during IT adoption efforts and processes to overcome, orientation & training modules for HR & other functionaries, opportunities for combination of HRM & ITES personnel, HRIS & employee legislation, an integrated view of HRIS.

References

1. Armstrong Michael, *A Handbook of Human Resource Management Practice*, Kogan Page Ltd. USA.
 2. Beutell, N. J., *PC Projects for Human Resource Management*, West Publishing Company New York.
 3. Donald Myers, *Human Resource Management: Principles and Practice*, Commerce Clearing House Inc. Chicago.
 4. Hammer Michael, *The Agenda: What Every Business Must Do to Dominate the Decade*, Hammer and Company, Cambridge, MA.
 5. Hansen, G., and Hansen, J., *Database Management and Design*, Prentice Hall of India.
- Houldsworth, Elizabeth and Dilum Jirasinghe, Managing and Measuring Employee Performance - Understanding Practice, Kogan Page Ltd**

MBA7254: LABOUR LEGISLATION-II

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT I

Factories act, 1948-health, safety, welfare measures, working hours of adults, provisions related to hazardous process, employment of young persons and women, equal remuneration act, 1976.

UNIT II

Child labour (prohibition and regulation) act, 1986-prohibition of employment of children, regulation of condition of work of children, the workmen compensation act, 1923-employers liability o pay compensation, the workshop and commercial establishment act.

UNIT III

Mines act, 1952-provisions related to health and safety, hours and limitations of employment, leave with wages, the apprenticeship act, 1961-provisions relating to apprentices and their training, authorities.

UNIT IV

The payment of bonus act, 1965, the bonded labour system (abolition) act, 1976-abolition, extinguishment of liability to repay bonded debt, vigilance committees, environment protection act, 1986-prevention, control and abatement of environmental pollution, offences and penalties.

References

1. Chakravarti, K.P., *Labour Management and Industrial Relations*, Eastern Laws House, Calcutta.
 2. Kothari, G.M., *Labour Demands and Their Adjudication*, MM-Tripathi Pvt. Ltd., Bombay.
 3. Malhotra, O.P., *The Law of Industrial Disputes*, Saujanya Books.
 4. Malik, P.L., *Industrial Law*, Eastern Book Company, Lucknow.
 5. Misra, S.N., *Labour and Industrial Law*, Central Law Publications, Allahabad.
 6. Saharay, H.K., *Industrial and Labour Laws of India*, Prentice-Hall of India.
- Srivastva, S.C., *Industrial Relations and Labour Laws*, Vikas Publish

6. STUDY MATERIAL (LINKS)

MBA First Semester

CODE	LINKS	
MBA6101	BUSINESS ECONOMICS	Anupreet K Mavi /Prof.Harsh Gandhar
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230516094301-introductory1mergedcompressed.pdf?202316092642	
MBA6102	BUSINESS STATISTICS	Dr.R K Mahajan / Prof. A K Parthi,Dr.Richa Sharma
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230516093514-lesson1mergedcompressed.pdf?202316092642	
MBA 6103	MANAGEMENT ACCOUNTING	Prof.L K Bansal/Dr.Bimal Anjum
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230516092502-ilovepdfmerged.pdf?202316092642	
MBA 6104	ORGANISATIONAL BEHAVIOUR	Prof.Geeta Bansal
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230516093814-ilovepdfmergedcompressed1.pdf?202316092642	
MBA 6105	MARKETING MANAGEMENT	Dr.B B Goyal
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230516092650-jobno.285mba61051.pdf?202316092642	
MBA 6106	WORKSHOP ON BUSINESS COMPUTING	Dr. Shikha Sharma
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230516093039-jobno.317mba61061.pdf?202316092642	
MBA 6108	WORKSHOP ON BUSINESS RESEARCH	Dr.Purva Kansal/Dr.Monika Bedi
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230516092812-jobno.286mba61081.pdf?202316092642	

MBA Second Semester

CODE	LINKS	
MBA 6201	BUSINESS ENVIRONMENT	Dr. Shikha Sharma
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230417100745-smmba6201job2022-23compressed.pdf?202314093029	
MBA 6202	HUMAN RESOURCE MANAGEMENT	Prof. Geeta Bansal
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230703160630-contents12filesmergedcompressed.pdf?202314093029	
MBA 6203	OPERATIONS MANAGEMENT	Dr. Anil K. Parti
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230417103022-ilovepdfmergedcompressed.pdf?202314093029	
MBA 6204	FINANACIAL MANAGEMENT	Prof. L.K. Bansal, Dr. A.K. Vashist
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230412153823-lesson-1mergedcompressed.pdf?202314093029	
MBA 6205	LEGAL ASPECTS OF BUSINESS	Monica Bedi, Ajay K. Dogra
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230417104139-sm6205jobnomerged.pdf?202314093029	
MBA 6209	WORKSHOP ON BUSINESS COMMUNICATION	Dr. Shivangi Kaushik
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230417101127-ilovepdfmerged.pdf?202314093029	
MBA 6210	Workshop On Multivariate Analysis	Dr. Monica Bedi, Prof. Purva Kansal
	https://cdoe.puchd.ac.in/includes/noticeboard/2023/20230417101922-contentpage8filesmerged.pdf?202314093029	

MBA Third Semester

PAPER CODE	SUBJECT	AUTHOR
MBA7101	Strategic Management	Prof. Geeta Bansal/ Dr. Shikha Sharma https://drive.google.com/drive/folders/1laaYctPRUNR7I1LKLO_6u4I09OHErjMu?usp=drive link
MBA7111	ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT	Dr. Lipika Guliani https://drive.google.com/drive/folders/1OIWDDdBY7hCLuWhIAJ1VT7mq7v7YPMFMI?usp=drive link
MBA7112	ENTREPRENEURIAL FINANCE	Dr. Amit Mohindroo https://drive.google.com/drive/folders/1hfFhJpcppso_UVFrCcXKtsaf8QLiDyjZ?usp=drive link
MBA7114	TAX PLANNING FOR ENTREPRENEURS	Dr. Bimal Anjum https://drive.google.com/file/d/1u0tuArxBpgTQtLuTHaM97qZ9sP88pB9/view?usp=drive sdk
MBA7121	FINANCIAL STATEMENT ANALYSIS	Dr. Rajni Chauhan https://drive.google.com/drive/folders/1Whn01cK66VIADweVSwevm-uf8jT46pTr?usp=drive link
MBA7123	MANAGEMENT OF FINANCIAL SERVICES	Prof. L.K. Bansal/ Dr. Rajni Chauhan https://drive.google.com/drive/folders/1v7t2NoNk1R51s9rJ-xmS6BurRkicValG?usp=drive link
MBA7125	MANAGEMENT CONTROL SYSTEMS	Dr. Naveen Kumar /Dr. Rajni Chauhan Available in Hardcopy Only. Link will be updated soon.
MBA7132	PRODUCT INNOVATION IN TECHNOLOGY BUSINESS	Dr. Rajesh Purana https://drive.google.com/drive/folders/14UxKCojg8MF3lu1S2wseRb4jA6JEMJfB?usp=drive link
MBA7133	BUSINESS PROCESS RE-ENGINEERING	Dr. Arpit Khurana https://drive.google.com/drive/folders/1rl6ucKIQJrM4uBf1q1qjDGy1IggTVJpL?usp=drive link
MBA7136	MANAGEMENT INFORMATION SYSTEMS	Dr. Shikha shrama https://drive.google.com/drive/folders/1EtCdcueiY2wTPITKD0UG01H5aAwJCec9?usp=drive link

MBA7141	ADVERTISING AND CONSUMER BEHAVIOUR	Dr. Ajay Dogra
	https://drive.google.com/drive/folders/1fagIup-gmO-nkmJqsv8ecFMLGk9uN3Of?usp=drive_link	
MBA7142	GLOBAL MARKETING MANAGEMENT	Prof. Purva Kansal
	https://drive.google.com/drive/folders/1nih6-I3TjhE5DsRd1Audq8byJ65KKA_w?usp=drive_link	
MBA7143	MARKETING RESEARCH AND PRODUCT MANAGEMENT	Dr. Arpit Khurana
	https://docs.google.com/document/d/1EPp1u2kQ-1SUs8mT7y9gURTIZYidq00f/edit?usp=drive_link&oid=116420550142684210687&rtpof=true&sd=true	
MBA7151	LABOUR LEGISLATION-I	Dr. Ajay Dogra
	https://drive.google.com/drive/folders/1QNAOQ3vfM1MliVWN6SwaNFWrvZ3dOOai?usp=drive_link	
MBA7153	PERFORMANCE AND COMPENSATION MANAGEMENT	Prof. Geeta Bansal
	https://drive.google.com/drive/folders/1PoiNcrdNqKh20Ziv13qSWc8ocCcUUfg8?usp=drive_link	
MBA7154	ORGANISATION DEVELOPMENT	Dr. Kanika Sofat
	https://drive.google.com/drive/folders/1f6S99veF1-iHjjT_Q3NS2u2O0X6vfjyG?usp=drive_link	

7. PCP SCHEDULES 2023-24

Detailed schedules with links will be uploaded on CDOE notice Board and Google Classrooms.

Class	Convener	PCP DATES
MBA Semester III	Prof Geeta Bansal	03-11-2023(Fri) to 8-11-2023(Wed) Offline 09.11.23(Thus) to 11.11.23 (Saturday) Online
MBA Semester-I	Prof Geeta Bansal	14.11.2023 (Tuesday) – 19.11.23 (Sun) Offline 20.11.23(Mon) to 22.11.2023(Wednesday)Online
Class	Convener	PCP DATES
MBA Semester IV	Prof Geeta Bansal	22-03-2024(Fri) – 31-03-2024(Sun) 25.03.2024(HOLIDAY)
MBA Semester-II	Prof Geeta Bansal	01-04-24(Mon) –09-04-2024 (Tues)

8. Assignment Schedule 2023-24

Detailed schedules with links will be uploaded on CDOE notice Board and Google Classrooms. Links will be activated as per the Following Schedule.

Date	MBA 1 Semester	MBA 3rd Semester
23-11-23 (10-11:00 am)	MBA 6101 Business Economics	MBA7121 FINANCIAL STATEMENT ANALYSIS
23-11-23 (3:00-4:00pm)	MBA 6102 Business Statistics	MBA7141 ADVERTISING AND CONSUMER BEHAVIOUR
24-11-23 (10-11:00 am)	MBA 6103 Management Accounting	MBA7123 MANAGEMENT OF FINANCIAL SERVICES
24-11-23 (3:00-4:00pm)	MBA 6104 Organisation Behaviour	MBA7142 GLOBAL MARKETING MANAGEMENT
25-11-23 (10-11:00 am)	MBA 6105 Marketing Management	MBA7125 MANAGEMENT CONTROL SYSTEMS
25-11-23 (3:00-4:00pm)	MBA 6106 Workshop on Business Computers & Applications	MBA7143 MARKETING RESEARCH AND PRODUCT MANAGEMENT
26-11-23 (10-11:00 am)	MBA 6108 Workshop on Business Research	MBA7151 LABOUR LEGISLATION-I
26-11-23 (3:00-4:00pm)		MBA7132 PRODUCT INNOVATION IN TECHNOLOGY BUSINESS
27-11-23 (10-11:00 am)		MBA7153 PERFORMANCE AND COMPENSATION MANAGEMENT
27-11-23 (3:00-4:00pm)		MBA7133 BUSINESS PROCESS RE-ENGINEERING
28-11-23 (10-11:00 am)		MBA7154 ORGANISATION DEVELOPMENT
28-11-23 (3:00-4:00pm)		MBA7136 MANAGEMENT INFORMATION SYSTEMS
29-11-23 (10-11:00 am)		MBA7111 ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT
29-11-23 (3:00-4:00pm)		MBA7112 ENTREPRENEURIAL FINANCE
30-11-23 (10-11:00 am)		MBA7114 TAX PLANNING FOR ENTREPRENEURS
1-12-23 (10-11:00 am)		MBA7101 STRATEGIC MANAGEMENT

Date	MBA 2 Semester	MBA 4th Semester
15-04-24 Monday	MBA6201 Business Environment	MBA7204 HUMAN VALUES AND BUSINESS ETHICS
16-04-24 Tuesday	MBA6202 Human Resource Management	MBA7213 MANAGING GLOBAL ENTERPRISE
17-04-24 Wednesday	MBA6203 Operations Management	MBA7214 ORGANISATION STRUCTURE AND DESIGN
18-04-24 Thursday	MBA6204 Financial Management	MBA7222 INTERNATIONAL FINANCIAL MANAGEMENT
19-04-24 Friday	MBA6205 Legal Aspects of Business	MBA7224 CORPORATE GOVERN
22-04-24 Monday	MBA6209 Workshop On Business Communication	MBA7231 KNOWLEDGE MANAGEMENT
23-04-24 Monday	MBA6210 Workshop on Multivariate Statistical Techniques	MBA7241 MARKETING OF SERVICES
24-04-24 Tuesday	-----	MBA7242 WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE
25-04-24 Tuesday	-----	MBA7251 HUMAN RESOURCE INFORMATION SYSTEM
26-04-24 Wednesday	-----	MBA7254 LABOUR LEGISLATION-II

NOTE:

- The submission of assignments is mandatory on the basis of which internal assessment is awarded. The links for assignments of respective subjects will be available on CDOE notice board as well as on the student's given mail ids. Students are required to submit these before the last date otherwise they will be awarded Zero as internal marks.
- The students should also keep a record of their online submission of the assignments.

9. ACADEMIC CALENDAR 2023-24

<u>ACADEMIC CALENDAR 2023-24</u>	
<u>Odd Semester 2023-24</u>	<u>Even Semester 2023-24</u>
21-07-2023 to 30-11-2023 July to December	08-01-2024 to 03-05-2024 January to May
Exams Offline 01-12-2023 to 23-12-2023	Exams Offline 04.05.24 to 30.05.24
Winter Breaks 26.12.23 to 05.01.24	Summer Breaks 31-05-24 to 08-07-2024

10. GLIMPSES OF THE ACTIVITIES, DCMS

Academic Industry Interface 2015



ACADEMIA INDUSTRY INTERFACE 2023

Organized by
DEPARTMENT of COMMERCE and MANAGEMENT STUDIES
CENTRE FOR DISTANCE and ONLINE EDUCATION
PANJAB UNIVERSITY CHANDIGARH
23.09.2023-24.09.23 Saturday & Sunday
ONLINE



Prof. Renu Vig
Vice Chancellor
Panjab University
Chandigarh



Prof. Harsh Gandhar
Director CDOE
Panjab University
Chandigarh



Prof. Geeta Bansal
Coordinator
DCMS CDOE
Panjab University
Chandigarh



**USOL @ PANJAB UNIVERSITY
BRINGS PATHBREAKING WEBINAR ON
Career Counselling, Goal Setting &
Professional Resume Building
for USOL Students**

**Saturday, September 10th 2022
Time - 04:00 pm to 5:30pm**



**Prof. Raj Kumar
Vice Chancellor**



**Prof. KDS BEDI
Internationally Acclaimed
Career Coach,
Trainer & Educationist**



**Monica Sodhi
Author, Speaker
NLP Coach
NFNLP (USA)**



**Dr. Neeru
Chairperson, USOL**

Tap here to join
the meeting



**Dr. Geeta Bansal
Coordinator, DCMS**

Chairperson, USOL
Dr. Neeru



Coordinator, DCMS
Dr. Geeta Bansal



Tap here to join
the meeting



University School of Open Learning

**Panjab University, Chandigarh
Invites you to a Webinar
On**



MENDELEY SOFTWARE

**Date: 25.02.2022(Friday)
Time: 2.00 p.m. to 3:00 pm**



**Chief Patron
Dr. Raj Kumar
Vice-Chancellor
Panjab University
Chandigarh**



**Eminent Speaker
Dr. Neha Gulati
Assistant Professor
University Business School
Panjab University
Chandigarh**



**Patron
Prof. Madhurima
Verma
Chairperson, USOL
Panjab University
Chandigarh**

**Event Convener:
Prof. Geeta Bansal
DCMS-USOL**

Join through Link:

<https://meet.google.com/gfj-dhqd-nam?pli=1>

Event Convener:
Prof. Geeta Bansal
DCMS-USOL

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<https://meet.google.com/gfj-dhqd-nam?pli=1>

Event Convener:
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Prof. Geeta Bansal
DCMS-USOL



**Visit to SML, ISUZU Plant Ropar for MBA
Executive of USOL Students on February, 2016**





UNIVERSITY SCHOOL OF OPEN LEARNING PANJAB UNIVERSITY, CHANDIGARH



Cordially Invites you to
One Day Capacity Building Workshop
on

Improving Interpersonal Skills

for
Administrative Staff of USOL

24.03.2022 (Thursday)

10.30 am to 11.00 am (Tea)

11.00 am to 1.00 pm (Batch -I)

2.00 pm to 4.00 pm (Batch -II)

Venue: USOL Auditorium



Chief Patron,
Prof. Raj Kumar,
Vice-Chancellor, PU



Chief Guest
Mr. Vikram Nayyar,
CA
Registrar, PU



Prof. Sanjay Kaushik,
Dept. of UBS,
Honorary Director, ICSSR
Resource Person



Prof. Madhurima Verma,
Chairperson, USOL



Prof. Geeta Bansal
Coordinator, Capacity
Building Cell

Organising Committee:-

1. Prof. Supreet kaur
2. Dr. Sucha Singh
3. Dr. Kamla
4. Dr. Parveen
5. Dr. Ravinder Kaur (Co-coordinator)
6. Prof. Sheena Pall (Convenor, Seminar Committee)

Note: All the participants are requested to wear their ID Cards & Masks.



UNIVERSITY SCHOOL OF OPEN LEARNING
Department of Commerce and Management Studies
PANJAB UNIVERSITY, CHANDIGARH



Special Lecture on



Patron,
Prof. Raj Kumar,
Vice-Chancellor, PU

Joy of Giving; Lets explore our individual Social
Responsibility as youth of tomorrow

23.04.2022 (Saturday) at 12.30 pm to 1.30 pm

Cisco WebEx Link

<https://usolpu.webex.com/usolpu/j.php?MTID=m68f09eeceaf02e4f8ecae877a8de64d>



Mr. Madhukar Malhotra
Honorary Secretary
Bhawan Vidhyalya
Member Rotary club &
Lion Club Chandigarh
Resource Person



Prof. Madhurima Verma,
Chairperson
USOL,PU



Prof. Geeta Bansal
Coordinator, DCMS
USOL, PU



UNIVERSITY SCHOOL OF OPEN LEARNING
Department of Commerce and Management Studies
PANJAB UNIVERSITY, CHANDIGARH



Special Lecture on



Patron,
Prof. Raj Kumar,
Vice-Chancellor, PU

"Let us scan the Macro Economic Environment in
India Today".

29th April 2022(Friday) Time 3:00 PM to 5:00 PM

Cisco WebEx Link

<https://usolpu.webex.com/usolpu/j.php?MTID=m8a85f332a0bc0e78a9db89399612cb30>



Dr. Vikas Prakash
Singh Director, PGDM
Great Lakes Institute of
Management, Gurgaon.
Resource Person



Prof. Madhurima
Verma, Chairperson
USOL,PU



Prof. Geeta Bansal
Coordinator, DCMS
USOL, PU

Important Links :

1. All the students are requested to join Respective **Google classrooms** for session 2023-24 as per given links.

- MBA 1st : <https://classroom.google.com/c/NDE4NjA2NzE2OTcy?cjc=nk2g6me>
- MBA 3rd : <https://classroom.google.com/c/NTEyMDQ4NzZwNzU2?cjc=tfkadnl>

2. All the students are requested to provide correct and registered Email addresses for proper communication.

3. Those Students who are desirous to join **Whatsapp group** follow the below given link according to your Session.

- MBA 1st : <https://chat.whatsapp.com/EAGytONipEj03kHxduUKsm>
- MBA 3rd : <https://chat.whatsapp.com/LNwaFMH0NdhACozGWhFU5R>

KEEP VISITING THE CDOE WEBSITE (WWW.CDOE.PU.AC.IN) & GOOGLE CLASSROOMS FOR ALL NOTICES AND LATEST UPDATES.

Wishing you best of luck,

Department of Commerce and Management Studies Room 412 3rd Floor, Sector 14

Email: Coordcom@pu.ac.in

Phone: 0172253 4323

CONTACT US

Director

Centre for Distance and Online Education

Tel. 0172-2534301, 0172-2534302

E-mail: cdoe@pu.ac.in

FAX No.: **0172-2541143**

Students can contact the below mentioned dealing officials for enquiry regarding Admission, Result etc. During working hours (9.00 am to 5.00 pm) and working days only (Monday to Friday)

A.R. Admission		Mrs. Urmil -7837410948
Online Admission cum Examination Form & Technical issues related queries	Mrs. Sheenam	9855663584
	Mr. Ajay	9988179991

Mr. Rakesh Kumar (Supt.) 9530866706, Intercom No. 0172253-4331

Class	Dealing Official	Contact No.
MBA 1 to 4 Semester	Mrs. Reshma	8283822169

Mrs. Satnam Kaur (Supt.) 9855054907, Intercom No. 0172253-4308

Class	Dealing Official	Contact No.
B.Com 1& 2 Sem	Mrs. Rita Devi	9872707920
B.Com 3& 4 Sem	Ms. Harjeet Kaur	8054403470
B.Com 5& 6 Sem	Mrs. Sanju Bala	8054261589
M.Com 1& 2 Sem	Mrs. Jenny	7508883449
M.Com 3& 4 Sem	Mrs. Beena	9888310192

Students can contact to the below mentioned dealing officials for enquiry regarding Study Material Dispatch, PCP and Assignments etc.

Class	Dealing Official	Contact No.
B.Com III	Ms.Urmila Devi	9915802058
B.Com I	Mr. Anil Kumar	9855841786
B.Com V,	Mr. Yashpal	9417214922
M.Com I & III	Ms.Aruna	9803771716
MBA I & III	Ms. Neha	9888438385

Fee related Queries and SC Student for Post Matric Scholarship Forms	Mrs. Poonam	9463491919
	Mrs. Meena	9915068363